

Skill to Sector Guide

Last updated August 2023

HOW TO READ THE GUIDE

- This document provides a guide for comparing Australian Defence Force (ADF) ranks and Queensland (QLD) Public Service Work Stream Levels.
- The guide specifically covers the following QLD Public Service Work Streams:
 - + **Administrative Stream (AO):** employees in this stream undertake various administrative, customer, financial, information and advisory services.
 - + **Professional Stream (PO):** employees in this stream undertake duties which reflect a combination of practitioner and/or specialist responsibilities or an identified specialisation/management function in a profession (e.g. engineering, science or information technology).
 - + **Operational Stream (OO):** employees in this stream undertake work in various operational areas requiring a range of functional skills.
 - + **Technical Stream (TO):** employees in this stream undertake a combination of practitioner and/or specialist roles which are attached to mandatory levels of experience/qualification.
 - + **Senior Executive Service (SES):** Employees in this stream are responsible for building high performing organisations and provide strategic vision and leadership to their team/organisation.
- The guide identifies equivalent ranks for the Navy, Army and Airforce and the related experience, and matches it with the equivalent QLD Public Service Work Stream Level. Level characteristics and example roles have also been provided in the document.
- It is recognised that the managerial responsibilities for Public Service Work Levels may vary across departments/agencies (particularly between small and large agencies). Therefore, this guide has been developed to align with the Queensland Public Service Officer and Other Employees Award.
- Slides 5-8 relate specifically to Non-Commissioned Officers, while slides 9-12 relate to Commissioned Officers.

NOTES FOR RECRUITERS

- This document should be used as a guide only, as it identifies the base level of skills expected at a recognised rank. Each applicant should be evaluated on their individual merits and experience. Some personnel will be able to demonstrate the knowledge, skills and experience to operate at higher Queensland Public Service Work Stream Levels than suggested, while others may demonstrate lower-level competencies than suggested.
- The guide is designed to be **descriptive rather than prescriptive** when aligning Australian Defence Force (ADF) ranks to the Queensland Public Service Work Stream Levels and does not impose a limit on available positions.
- Some streams and positions may have additional mandatory qualification/expertise requirements e.g. in the Professional stream.
- This guide does not replace the importance of reading an applicant's resume or the responses to selection criteria as each ex-service person's knowledge, skills and experience will be different. Applicants may also have additional experience from either before, or after, their military career which should be considered.
- Users of the guide should read it in conjunction with the [Queensland Public Service Officers and Other Employees Award – State 2015](#)

NOTES FOR APPLICANTS

- This document acts as a guide and identifies the base level of skills expected at a recognised rank. Individuals will continue to be evaluated on their own merits and experience. Some personnel will be able to demonstrate the knowledge, skills and experience to operate at higher Queensland Public Service Work Stream Levels than suggested while others may demonstrate lower-level competencies than suggested.
- The guide is designed to be descriptive rather than prescriptive when aligning Australian Defence Force (ADF) ranks to the Queensland Public Service Work Stream Levels and does not impose a limit on available positions.
- Some streams and positions may have mandatory qualification/expertise requirements that applicants should be aware of e.g. in the Professional stream.
- This guide does not replace the importance of an applicant's resume or the responses to selection criteria as each ex-service person's knowledge, skills and experience will be different. Any experience gained before or after a military career should also be expressed, and may change the Work Stream Level and nature of roles available to an applicant.
- Users of the guide should read it in conjunction with the [Queensland Public Service Officers and Other Employees Award – State 2015](#)

AUSTRALIAN DEFENCE FORCE	ARMY	Private	Private Proficient	Lance Corporal	
	NAVY	Seaman	Able Seaman	-	
	AIR FORCE	Aircraftman/Aircraftwoman	Leading Aircraftman/Aircraftwoman	-	
	General Experience	<ul style="list-style-type: none"> ▪ Communicate effectively and take instructions. ▪ Complete basic operational tasks in small teams. ▪ Make quick and logical decisions and be accountable for such actions. 			
QUEENSLAND GOVERNMENT	EQUIVALENT STREAM WORK LEVEL	AO2	OO2	AO2 to AO3	OO2
	Job Streams	Administrative and Operational		Administrative and Operational	
	Level Characteristics	<p>AO2 - Applies general knowledge of the organisation's function and achieves clearly defined and established outcomes and/or basic problem solving.</p> <p>OO2 - Applies acquired knowledge and skills to undertake a range of functions individually or as a member of a team.</p>		<p>AO2 - Applies general knowledge of the organisation's function and achieves clearly defined and established outcomes and/or basic problem solving.</p> <p>AO3 - Applies strong knowledge of organisation's function and activities to prepare documents, provide administrative support to senior officers and undertake some supervision and training of subordinates. This level operates under general direction</p> <p>OO2 - Applies acquired knowledge and skills to undertake a range of functions individually or as a member of a team.</p>	
	Example Roles	<p>Administrative – Administration Officer, Policy and Planning Officer, Customer Service Officer, Teaching Aid.</p> <p>Operational – Asset Protection Officer, Personnel Protection Officer.</p>		<p>Administrative – Administration Officer, Teaching Aid, Teachers.</p> <p>Operational – Cleaner, Operational Services Officer.</p>	

AUSTRALIAN DEFENCE FORCE	ARMY	Corporal
	NAVY	Leading Seaman
	AIR FORCE	Corporal
	General Experience	<ul style="list-style-type: none"> ▪ Train, lead and supervise a small work group. ▪ Receive instructions from superiors, before planning priorities, resources and subordinates' work responsibilities to achieve work goals. ▪ Break down and clearly communicate complex instructions to subordinates. ▪ Make quick and logical decisions and be accountable for such actions.
QUEENSLAND GOVERNMENT	EQUIVALENT STREAM WORK LEVEL	AO3 to AO4 OO3 PO1 to PO2 TO1 to TO2
	Job Streams	Administrative, Operational, Professional and Technical
	Level Characteristics	<p>AO3 - Applies strong knowledge of organisation's function and activities to prepare documents, provide administrative support to senior officers and undertake some supervision and training of subordinates. This level operates under general direction.</p> <p>AO4 - Applies detailed and/or specialist knowledge of organisation's function to prepare documents and draft correspondence. This level includes supervision of a work group, small work area or office within the total organisational structure.</p> <p>OO3 - Undertakes a range of functions which require the application of trade-based skills and experience or the practical application of skill. This level may involve supervision of subordinates within a small work group or function.</p> <p>PO1 – Works under close supervision to follow standards, routines, methods and procedures. A requirement at this level is successful completion of prerequisite education or training.</p> <p>PO2 – Performs non-repetitive tasks, governed by established procedures, specific guidelines and standardized instructions. Acquired professional knowledge as indicated through the successful completion of a degree or diploma.</p> <p>TO1 - Works under close supervision to follow standards, routines, methods and procedures. A requirement at this level is successful completion of prerequisite education or training.</p> <p>TO2 – Delivers basic technical services which are in support of agency objectives. Minimum completion of a diploma, advanced diploma, qualification or agreed equivalent.</p>
	Example Roles	<p>Administrative – Administration Officer, Teachers, Project Costing Officer, Youth Support Coordinator, Executive Support Officer.</p> <p>Operational – Asset Protection Officer, Personnel Protection Officer, Security Officer, Operational Services Officer, Detention Youth Worker Dental Assistant.</p> <p>Professional – Case Manager, Cadet (Surveyor), Spatial Information Officer, Environmental Officer, Scientist.</p> <p>Technical – Cadet Technical Officer (Intelligent Transport Systems), Materials Technician, Field Officer.</p>

AUSTRALIAN DEFENCE FORCE	ARMY	Sergeant	Staff Sergeant		
	NAVY	Petty Officer	-		
	AIR FORCE	Sergeant	-		
	General Experience	<ul style="list-style-type: none"> Train, lead and supervise a medium sized work group. These ranks mentor and develop subordinate staff, and oversee their administrative needs. As a member of a junior management team, these ranks receive instructions from superiors, then plan priorities, resources and subordinates' work responsibilities accordingly. Break down and clearly communicate complex instructions to subordinates. 			
QUEENSLAND GOVERNMENT	EQUIVALENT STREAM WORK LEVEL	A04 to A05	OO3 to OO4	PO2 to PO3	TO2 to TO3
	Job Streams	Administrative, Operational, Professional and Technical			
	Level Characteristics	<p>A04 - Applies detailed and/or specialist knowledge of organisation's function to prepare documents and draft correspondence. This level includes supervision of a work group, small work area or office within the total organisational structure.</p> <p>A05 - Applies detailed knowledge of an organisational element, agency operations, and/or regulations. This level includes significant managerial responsibility including the supervision of staff, development of procedures and work practices and workflow management.</p> <p>OO3 - Undertakes a range of functions which require the application of trade-based skills and experience or the practical application of skill. This level may involve supervision of subordinates within a small work group or function.</p> <p>OO4 - Applies specialised knowledge to manage and supervise a large work group, function, field group or district operation. Work at this level is completed under limited direction.</p> <p>PO2 – Performs non-repetitive tasks, governed by established procedures, specific guidelines and standardized instructions. Acquired professional knowledge as indicated through the successful completion of a degree or diploma.</p> <p>PO3 – Exercises initiative in the application of professional practices either as a member or as a specialists professional in a multi-disciplinary team. Work at this level requires the undertaking of complex activities and supervisory responsibilities such as training and staff assessment.</p> <p>TO2 – Delivers basic technical services which are in support of agency objectives. Minimum completion of a diploma, advanced diploma, qualification or agreed equivalent.</p> <p>TO3 – Applies detailed technical knowledge and experience with demonstrated high levels of accuracy and precision. Work at this level is undertaken autonomously with limited guidance.</p>			
	Example Roles	<p>Administrative – Health Practitioners, Finance Officer, Business Manager, Senior Housing Officer, WHS Advisor, Transport Inspector.</p> <p>Operational - Wildlife Officer, Advanced Health Worker, Manager Operational Services, Kitchen / Ward Coordinator, Building Services Coordinator</p> <p>Professional - Case Manager, Engineer, Psychologist, Prosecutor.</p> <p>Technical - Communications Technician, Field Officer, Biosecurity Officer, School Technical Officer, Designer (Civil).</p>			

AUSTRALIAN DEFENCE FORCE	ARMY	Warrant Officer Class 2	Warrant Officer Class 1		
	NAVY	Chief Petty Officer	Warrant Officer		
	AIR FORCE	Flight Sergeant	Warrant Officer		
	General Experience	<ul style="list-style-type: none"> Train, build morale and supervise soldiers (medium-large work group). These ranks mentor and develop subordinate staff, oversee their administrative needs and provide counselling duties. As a member of a middle management team, these ranks receive instructions from superiors, then plan priorities, resources and subordinates' work responsibilities accordingly. Highly independent, logical thinkers that enforce high standards of general conduct and achievement of work goals. Exceptional ability to communicate complex instructions with clarity and confidence, and to large audiences. 			
QUEENSLAND GOVERNMENT	EQUIVALENT STREAM WORK LEVEL	A05 to A06	OO4 to OO5	PO3 to PO4	TO3 to TO4
	Job Streams	Administrative, Operational, Professional and Technical			
	Level Characteristics	<p>A05 - Applies detailed knowledge of an organisational element, agency operations, and/or regulations. This level includes significant managerial responsibility including the supervision of staff, development of procedures and work practices and workflow management.</p> <p>A06 – Applies knowledge and awareness of office operations, as related to government initiatives or policies. Work at this level may involve the provision of policy, administrative or specialist advice and will likely include liaison with other elements of the organisation, other government agencies, local authorities or community organisations.</p> <p>OO4 - Applies specialised knowledge to manage and supervise a large work group, function, field group or district operation. Work at this level is completed under limited direction.</p> <p>OO5 – Applies specialised knowledge of complex operations to plan, direct and coordinate large work groups. At this level work is completed with limited direction.</p> <p>PO3 – Exercises initiative in the application of professional practices either as a member or as a specialists professional in a multi-disciplinary team. Work at this level requires the undertaking of complex activities and supervisory responsibilities such as training and staff assessment.</p> <p>PO4 – Requires the development and provision of professional advice and consultancy services to other agencies, industry representatives and the public. This requires the application of extensive specialist experience and academic knowledge. Work at this level may require management of work groups.</p> <p>TO3 – Applies detailed technical knowledge and experience with demonstrated high levels of accuracy and precision. Work at this level is undertaken autonomously with limited guidance.</p> <p>TO4 – Requires proficiency in applying established technical disciplines and initiative in accomplishing technical objectives. Work at this level requires the ability to interpret legislation, regulations and other guideline material relating to the work area. Management of work groups may be a requirement of this level.</p>			
	Example Roles	<p>Administrative –Business Systems Support Officer, Cultural Capability Officer, HR Coordinator, Detective.</p> <p>Operational – Kitchen / Ward Coordinator, Building Services Coordinator, Operations Officer, Senior Network Officer.</p> <p>Professional – Director Health Information Services, Engineer, Psychologist, Prosecutor, Horticulturist, Education Officer, Lawyer.</p> <p>Technical – Communications Technician, Technical Officer, Science Technician, Computer Systems Technician.</p>			

AUSTRALIAN DEFENCE FORCE	ARMY	Second Lieutenant	Lieutenant			
	NAVY	Acting Sub-Lieutenant	Sub-Lieutenant			
	AIR FORCE	Pilot Officer	Flying Officer			
	General Experience	<ul style="list-style-type: none"> Receive instructions from superiors, then plan priorities, co-ordinate resources and determine work responsibilities for soldiers (medium to large work group). Responsible for the maintenance and security of equipment and stores that may exceed millions of dollars in value. Mentor, counsel and support the development and career progression of subordinates. Take responsibility for the actions and performance of their team; show initiative and self-reliance. Confident speaking and writing skills with a variety of senior and subordinate audiences. 				
QUEENSLAND GOVERNMENT	EQUIVALENT STREAM WORK LEVEL	<p style="text-align: center;">A05 to A06 O04 to O05 P03 to P04 T03 to T04</p>				
	Job Streams	Administrative, Operational, Professional and Technical				
	Level Characteristics	<p>A05 - Applies detailed knowledge of an organisational element, agency operations, and/or regulations. This level includes significant managerial responsibility including the supervision of staff, development of procedures and work practices and workflow management.</p> <p>A06 – Applies knowledge and awareness of office operations, as related to government initiatives or policies. Work at this level may involve the provision of policy, administrative or specialist advice and will likely include liaison with other elements of the organisation, other government agencies, local authorities or community organisations.</p> <p>O04 - Applies specialised knowledge to manage and supervise a large work group, function, field group or district operation. Work at this level is completed under limited direction.</p> <p>O05 – Applies specialised knowledge of complex operations to plan, direct and coordinate large work groups. At this level work is completed with limited direction.</p> <p>P03 – Exercises initiative in the application of professional practices either as a member or as a specialists professional in a multi-disciplinary team. Work at this level requires the undertaking of complex activities and supervisory responsibilities such as training and staff assessment.</p> <p>P04 – Requires the development and provision of professional advice and consultancy services to other agencies, industry representatives and the public. This requires the application of extensive specialist experience and academic knowledge. Work at this level may require management of work groups.</p> <p>T03 – Applies detailed technical knowledge and experience with demonstrated high levels of accuracy and precision. Work at this level is undertaken autonomously with limited guidance.</p> <p>T04 – Requires proficiency in applying established technical disciplines and initiative in accomplishing technical objectives. Work at this level requires the ability to interpret legislation, regulations and other guideline material relating to the work area. Management of work groups may be a requirement of this level.</p>				
	Example Roles	<p>Administrative – Business Systems Support Officer, Cultural Capability Officer, HR Coordinator, Detective.</p> <p>Operational – Kitchen / Ward Coordinator, Building Services Coordinator, Operations Officer, Senior Network Officer.</p> <p>Professional – Director Health Information Services, Engineer, Psychologist, Prosecutor, Horticulturist, Education Officer, Lawyer.</p> <p>Technical – Communications Technician, Technical Officer, Science Technician, Computer Systems Technician.</p>				

AUSTRALIAN DEFENCE FORCE	ARMY	Captain			
	NAVY	Lieutenant			
	AIR FORCE	Flight Lieutenant			
	General Experience	<ul style="list-style-type: none"> ▪ Advanced writing and liaison skills, while applying comprehensive planning and problem-solving. ▪ Receive instructions from superiors, then plan priorities, co-ordinate resources and determine work responsibilities for soldiers (large work group). ▪ Responsible for overall operational effectiveness of business units (large). ▪ Senior leadership roles in areas like Personnel and Operations. ▪ Take responsibility for the actions and performance of their team; show initiative and self-reliance. ▪ Confident speaking and writing skills with a variety of senior and subordinate audiences. 			
QUEENSLAND GOVERNMENT	EQUIVALENT STREAM WORK LEVEL	A06 to A07	OO5 to OO6	PO4 to PO5	TO4 to TO5
	Job Streams	Administrative, Operational, Professional and Technical			
	Level Characteristics	<p>A06 – Applies knowledge and awareness of office operations, as related to government initiatives or policies. Work at this level may involve the provision of policy, administrative or specialist advice and will likely include liaison with other elements of the organisation, other government agencies, local authorities or community organisations.</p> <p>A07 – Requires a high level of discipline and knowledge of both government policies and procedures. This level of work may include developing policy, and/or providing policy, financial, specific subject matter or administrative advice. It may involve management of high-level project work.</p> <p>OO5 – Applies specialised knowledge of complex operations to plan, direct and coordinate large work groups. At this level work is completed with limited direction.</p> <p>OO6 – Manages projects/programs with a high level of autonomy and is responsible for large and complex work groups. Requires specialised knowledge and the ability to interpret legislation, regulations and other guidance material relating to operations.</p> <p>PO4 – Requires the development and provision of professional advice and consultancy services to other agencies, industry representatives and the public. This requires the application of extensive specialist experience and academic knowledge. Work at this level may require management of work groups.</p> <p>PO5 - Demonstrates extensive knowledge within the professional discipline and has broad experience spanning more than one professional discipline. Manages large work units to deliver very complex, major projects and programs.</p> <p>TO4 – Requires proficiency in applying established technical disciplines and initiative in accomplishing technical objectives. Work at this level requires the ability to interpret legislation, regulations and other guideline material relating to the work area. Management of work groups may be a requirement of this level.</p> <p>TO5 –Requires the development of innovative methodologies, provision of specialised technical services, and complex project delivery. Also involves the management of large technical work units which may be located across several work sites.</p>			
	Example Roles	<p>Administrative – Principal Compliance Officer, Senior Communications Advisor, Manager Security Services, Correctional Manager Centre Service.</p> <p>Operational –Senior Ranger, Senior Network Officer, Building Services Coordinator, Senior Coordinator, Senior Compliance Officer.</p> <p>Professional - Principal Engineer, Principal Environmental Officer, Senior Lawyer, Senior Legal Officer, Project Manager (Infrastructure).</p> <p>Technical - Senior Designer (Civil), Senior Communications Technician, Principal Technical Officer.</p>			

AUSTRALIAN DEFENCE FORCE	ARMY	Major
	NAVY	Lieutenant Commander
	AIR FORCE	Squadron Leader
	General Experience	<ul style="list-style-type: none"> Advanced writing and liaison skills, while applying comprehensive planning and problem solving. Receive instructions from superiors, then plan priorities, co-ordinate resources and determine work responsibilities for staff (large work group). Responsible for overall operational effectiveness of business units (large). Senior leadership roles in areas like Personnel and Operations. Take responsibility for the actions and performance of their team; show initiative and self-reliance. Confident speaking and writing skills with a variety of senior and subordinate audiences.
QUEENSLAND GOVERNMENT	EQUIVALENT STREAM WORK LEVEL	A07 to A08 O06 to O07 PO5 TO5
	Job Streams	Administrative, Operational, Professional and Technical
	Level Characteristics	<p>A07 – Requires a high level of discipline and knowledge of both government policies and procedures. This level of work may include developing policy, and/or providing policy, financial, specific subject matter or administrative advice. It may involve management of high-level project work.</p> <p>A08 - Independently responsible for delivering major programs. This requires management of large work groups under broad direction from a Senior Executive. This level requires the capacity for original thinking, creativity and the exercise of significant levels of independent judgment.</p> <p>O06 & O07 – Manages projects/programs with a high level of autonomy and is responsible for large and complex work groups. Requires specialised knowledge and the ability to interpret legislation, regulations and other guidance material relating to operations.</p> <p>PO5 - Demonstrates extensive knowledge within the professional discipline and also has broad experience spanning more than one professional discipline. Manages large work units to deliver very complex, major projects and programs.</p> <p>TO5 – Requires the development of innovative methodologies, provision of specialised technical services, and complex project delivery. Also includes the management of large technical work units.</p>
	Example Roles	<p>Administrative – Manager (Organisational Development), Principal Advisor, Principal Planner, Principal Investigation Officer.</p> <p>Operational – Project Manager, Program Manager, Site Manager. Ranger, Vocational Trainer, Principal Technical Officer (Electrical)</p> <p>Professional – Principal Property Officer, Principal Engineer, Principal Practitioner (Clinical – Corrections), Senior Intelligence Analyst.</p> <p>Technical - Technical Officer (Fleet), Senior Designer (Civil), Principal Technical Officer (Telecommunications).</p>

AUSTRALIAN DEFENCE FORCE	ARMY	Lieutenant Colonel	Colonel	Brigadier
	NAVY	Commander	Captain	Commodore
	AIR FORCE	Wing Commander	Group Captain	Air Commodore
	General Experience	<ul style="list-style-type: none"> Advanced writing and liaison skills in a government setting, while applying comprehensive planning and problem-solving skills. Responsible for personnel welfare, general morale, administration and equipment maintenance for officers and soldiers respectively (extra large work groups). Responsible for overall operational effectiveness of business units (extra large). Senior leadership roles at headquarters (HQ) in areas like Personnel and Operations, and high-level operational advisory roles at HQ. Broad range of executive experience in managing the equivalent of a small company to a large corporation. 		

QUEENSLAND GOVERNMENT	EQUIVALENT STREAM WORK LEVEL	A08 O07 PO6 TO6 Senior Officers (SO) Senior Executive Service (SES) Levels			
	Job Streams	Administrative, Operational, Professional, Technical and Senior Executive			
	Level Characteristics	<p>A08 - Independently responsible for delivering major programs. This requires management of large work groups under broad direction from a Senior Executive. This level requires the capacity for original thinking, creativity and the exercise of significant levels of independent judgment.</p> <p>O07 – Manages projects/programs with a high level of autonomy and is responsible for large and complex work groups. Requires specialised knowledge and the ability to interpret legislation, regulations and other guidance material relating to operations.</p> <p>PO6 – Requires a high level of expertise and experience, as well as comprehensive knowledge of a recognised professional discipline. Work at this level is highly complex and requires the development and oversight of new and high-level programs and major investigations.</p> <p>TO6 – Requires extensive knowledge and experience within the area of specialisation (likely gained through further qualifications). Roles within this level usually have a high profile and require the individual to operate within broad guidelines to achieve specific objectives with technical independence. Work at this level may include responsibility for major work units.</p> <p>SO – Responsible for providing a bridge between an agency’s strategic leadership and operations. Work at this level requires collaboration across the sector, connection of policy and service delivery initiatives and overall improvement of government and community outcomes.</p> <p>SES Levels - Responsibility of a division or branch of a government agency. Work at this level requires the leadership and management of broad government strategy, policy and service delivery. Individuals are expected to navigate complex, ambiguous and political environments, lead organisational change and manage internal and external relationships.</p>			
	Example Roles	<p>Administration - Manager (ICT Service Delivery and Improvement), Manager (Strategic Procurement).</p> <p>Operational – Site Manager, Vocational Trainer, Operations Coordinator, Senior Supervisor.</p> <p>Professional – Director Health Information Services, Principal Lawyer, Principal Engineer (Traffic Management), Risk Manager.</p> <p>Technical – Research Facility Manager, Principal Designer (Civil).</p> <p>SO - Senior Analyst Officer, Principal Stakeholder Officer</p> <p>SES – Principals, Deputy Principals, Executive Principals, Directors, Senior Directors, Executive Directors and other Senior Executive Service (SES) Officers.</p>			

USEFUL RESOURCES

- Queensland Veterans' Portal
<https://www.qld.gov.au/community/getting-support-health-social-issue/veterans>
- QLD Government - Leadership Career and Wellbeing:
 - + Leadership competencies for Queensland
<https://www.forgov.qld.gov.au/leadership-competencies-queensland>
 - + Career development
<https://www.forgov.qld.gov.au/employment-policy-career-and-wellbeing/career-development/career-development-activities>
 - + Be healthy, be safe, be well framework
https://www.forgov.qld.gov.au/data/assets/pdf_file/0023/184091/be-healthy-be-safe-be-well-framework.pdf
- Queensland Public Service Officers and Other Employees Award – State 2015 (updated 2020)
https://www.qirc.qld.gov.au/sites/default/files/2023-02/qld_public_service_010323.pdf
- QLD Government - Our structure
<https://www.qld.gov.au/about/how-government-works/government-structure>
- Senior Officers Employment Conditions
<https://www.forgov.qld.gov.au/employment-policy-career-and-wellbeing/directives-policies-circulars-and-guidelines/senior-officer-employment-conditions-directive-1023>
- The Defence training and skills guides
<https://www.defence.gov.au/adf-members-families/transition/skill-recognition/training-and-skills-guides>